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CHAIRPERSON: Barbara Holland  
DIRECTOR OF EDUCATION: Paul A. Picard

**Meeting Date:**  
June 23, 2014

## BOARD REPORT

**Public**  **In-Camera**

**PRESENTED FOR:** Information  Approval

**PRESENTED BY:** Senior Administration

**SUBMITTED BY:** Paul A. Picard, Director of Education  
Cathy Geml, Associate Director of Education  
Mario Iatonna, Executive Superintendent of Corporate Services  
Jamie Bumbacco, Executive Superintendent of Human Resources

**SUBJECT:** 2014-15 FINAL BUDGET APPROVAL

### RECOMMENDATION:

**That the 2014-15 Final Budget Estimates be approved and that administration be directed to submit the Budget Estimates to the Ministry of Education by the June 30, 2014 due date as required.**

### SYNOPSIS:

The purpose of this report is to recommend approval of the 2014-15 Final Budget Estimates and to receive direction for submission of the Budget Estimates to the Ministry of Education by the June 30, 2014 due date as required.

### BACKGROUND COMMENTS:

The 2014-15 Final Draft Budget Estimates were tabled for the Board's review and consideration on June 10, 2014. The draft was tabled at that time for a 2 week period to allow for further stakeholder and broader community consultation on the recommended budget. No additional comments were received during this further consultation period and, as a result, no changes have been made to the previous draft budget. Therefore, it is being recommended that the 2014-15 Final Budget Estimates be approved and that direction be given for submission to the Ministry of Education.

### FINANCIAL IMPLICATIONS:

The 2014-15 Final Budget Estimates as presented comply with the requirements under the Education Act that the Board submit a balanced budget to the Ministry of Education prior to each fiscal year.

**TIMELINES:**

- June 10, 2014 2014-15 Final Draft Budget Estimates were tabled for a 2 week review/consultation period.
- June 23, 2014 The 2014-15 Final Budget Estimates are to be formally approved.
- June 30, 2014 The approved 2014-15 Final Budget Estimates are to be submitted to the Ministry of Education.

**APPENDICES:**

- 2014-15 Final Budget Estimates

**REPORT REVIEWED BY:**

<input checked="" type="checkbox"/>	EXECUTIVE COUNCIL:	Review Date:	June 17, 2014
<input checked="" type="checkbox"/>	EXECUTIVE SUPERINTENDENT:	Approval Date:	June 18, 2014
<input checked="" type="checkbox"/>	DIRECTOR OF EDUCATION:	Approval Date:	June 18, 2014

# WINDSOR-ESSEX CATHOLIC DISTRICT SCHOOL BOARD 2014-15 FINAL BUDGET



Submitted by:  
Board Administration  
June 23, 2014



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# Introduction

***"As the world changes, sometimes long-held systems and organizations need to change as well in order to keep up . . . "***

***". . . the district has seen a remarkable turnaround that has allowed it to stop playing catch-up and start focusing on the future . . . "***

***". . . the Windsor-Essex Catholic District School Board is operating not on a deficit but a significant surplus. That's all money that can help Windsor-Essex Catholic School students grow and succeed."***

(Excerpts from Business Review Canada - May 2014)

It is very unusual for a public institution to receive recognition from a highly respected national business publication for its innovative business practices, but the Windsor-Essex Catholic District School Board (WECDSB) has indeed received such acclaim. It is the Board's innovative approach in a public organizational setting that initially caught the attention of the magazine's editor. The Board's dramatic improvement and leading-edge concepts are what the editor wanted spread to other public entities throughout Canada and through its American arm, Business Review U.S.A.

The Board had been in a situation that was unsustainable based on past practices. In order to move toward future success, it was necessary to reimage programs, reimagine program delivery, right-size the corporate structure and consolidate unused classroom spaces. To achieve these lofty objectives, the Board initiated significant enhancements in its processes through a cultural paradigm shift to a more formalized business model.

A focused investment strategy is now used by the Board with an insistence on measurable returns. Before any new program or program change is initiated, there must be a business plan which identifies the specific deliverables to the organization, the assessable benefit to students and the fit in the context of faith. It is in these latter two aspects that the Board is unwilling to compromise, student achievement and faith-based values, which form the pillars of the Board's overall mission.

The 2014-15 Budget Estimates build on the Board's recent successes by adhering to the principle of focused investment. The Budget maintains considerable resourcing of the core functions inherent in the delivery of exceptional classroom instruction to students in all areas. It also provides for ongoing advancement of technology as a tool to engage the Board's students in order to achieve a more modern and effective educational experience.

The move to the creation of "centres of excellence and innovation" is also a feature of the budget. These centres offer students leading-edge programs in varied subject areas and, in 2014-15, include robotics and aerospace engineering, culinary arts, building systems design and construction, and a sports skills academy. It is intended to provide for additional subject areas for excellence and innovation in future year budgets.

Consistent with budget development in prior years, the Board has actively sought input from its school communities and its many stakeholders into the budget process. All comments received have been duly considered in formulating the budget estimates.

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***"Innovation isn't always easy, especially getting parents on board who grew up in a very different time of education. 'This is where engaging the community is so important,' says (Chair Barb) Holland . . . 'At the end of the day, it supports our business plan which is not doing more with less, but using the dollar strategically to make sure the focus you have gets you to your goal.' "***

(Excerpt from Business Review Canada - May 2014)

Continuous improvement in student assessment scores, a deep commitment to an inclusionary model of education for all students and having Christ at the heart of everything, these are the traditional, ongoing characteristics that distinguish the Windsor-Essex Catholic District School Board. When melded with the Board's emerging approach towards focused investment and innovation, there is considerable optimism for the future of the Board and its students.

***"We have gone through some unbelievable challenges and we've had some very difficult conversations . . . but what we keep speaking to is: look what we've achieved together."***

(Paul Picard - Director of Education - WECDSB)

***"It's all about leadership and willing to lead in difficult times, . . . having the right people at the right table at the right time, moving forward on a single vision. That's what's brought us here today."***

(Barbara Holland - Chair of the Board - WECDSB)


Based on the above, the 2014-15 Budget Estimates are presented in accordance with the requirements of the Education Act that the Board submit a balanced budget prior to the commencement of the upcoming school year.



# 2014-15 GSN Highlights

Provincial grants to school boards are provided through Grants for Student Needs (GSN) and are generated primarily by student enrolment. The Ministry of Education announced the 2014-15 Grants for Student Needs and its supporting regulations on March 27, 2014. According to the Ministry, total GSN funding to all school boards across the sector is projected to increase by 3.1% over 2013-14 to \$22.53 billion, primarily due to the full implementation of Full-Day Kindergarten (FDK) and the transfer of FDK operating funding previously provided through Education Program – Other Grants (EPOs) into the GSN.

Other highlights of the 2014-15 GSN are provided below.

<p><b>Labour Framework:</b></p> <ul style="list-style-type: none"> <li>• Contracts for all education sector unions expire August 31, 2014</li> <li>• If there are no collective agreements in place in September, the existing terms and conditions in the 2012-14 expired collective agreements continue</li> <li>• Includes a 97 day delay in teacher's movement up the salary grid</li> <li>• All benefit levels and practices will stay frozen at 2013-14 levels</li> <li>• No unpaid days for teachers currently</li> </ul>	<p><b>Capital Funding:</b></p> <ul style="list-style-type: none"> <li>• New four-year School Consolidation Capital program for capital projects that support consolidations through new school construction, retrofits and additions</li> <li>• Continued funding of School Condition Improvement grant for renewal needs for a further three years, with additional funds and enhanced accountability measures in the second and third years</li> </ul>
<p><b>Keeping up with costs:</b></p> <ul style="list-style-type: none"> <li>• 2.0% increase in funding for the non-staff portion of the School Operations benchmark</li> <li>• 7.3% increase in electricity funding</li> <li>• 2.0% increase in transportation funding</li> <li>• 4.0% increase in funding for new construction</li> </ul>	<p><b>Changes to Top-Up Funding:</b></p> <ul style="list-style-type: none"> <li>• Two-tiered funding system in 2014-15</li> <li>• Schools at or less than 65% utilization will be topped-up 10%</li> <li>• Schools above 65% will be topped-up 15% to a maximum 95% utilization rate</li> <li>• Ministry will redirect savings from changes in funding to support boards in policy development and capital planning</li> </ul>
	<p><b>Funding Formula Reforms:</b></p> <ul style="list-style-type: none"> <li>• <u>Board Administration</u> – New allocation model to be phased-in over four years, which uses cost drivers other than enrolment to better reflect board administration cost structures</li> <li>• <u>Special Education</u> <ul style="list-style-type: none"> <li>○ New funding model for high needs students phased-in over four years</li> <li>○ High needs stabilization support eliminated</li> <li>○ New High Needs base amount of \$450K for Collaboration and Integration</li> </ul> </li> <li>• <u>Mental Health Leaders</u> – funding moved into the GSN, made permanent, and enveloped</li> </ul>

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# Budget Planning Objectives

The Windsor-Essex Catholic District School Board's budget is developed each year in accordance with specific pre-determined internal and external budget guidelines.

## **Internal Guidelines**

Internal Board policies and guiding principles that govern the budget development process include:

- Board level contractual, negotiated and self-determined conditions or restrictions must be respected;
- All Ministry requirements must be met;
- Alignment with Ministry and Board priorities must occur when allocating resources;
- Where reductions are necessary, impacts to students and faith development initiatives must be minimized;
- A conservative enrolment projection must be used;
- The presented budget must be realistic and balanced;
- An annual contingency in the budget of no less than 0.5% of the Board's operating allocation for the year must be included.

## **External Guidelines**

The Ministry of Education governs the external requirements of the Board budget process, which include both legislative and regulatory requirements. Certain external requirements include:

- Compliance with the Education Act, associated regulations, Ministry memoranda and Public Sector Accounting Board standards;
- Submission of a balanced budget, on time;
- Achievement and maintenance of class size ratios;
- Special Education funding must be spent on Special Education expenditures;
- School Renewal funding is primarily limited to capital renewal expenditures;
- School Condition Improvement funding is to be used for renewal expenditures that are capitalized;
- Capital funding is to be used for approved capital projects;
- Administration and Governance spending must not exceed the grant allocation;
- New Teacher Induction Program (NTIP) funding is to be used for eligible NTIP expenditures;
- Temporary Accommodation funding can only be used for portable moves, leases and purchases, as well as lease costs for permanent instructional space;
- Mental Health Leader funding must be used to provide at least one Mental Health Leader;
- EPO (Education Programs – Other) grants received must be used consistent with the mandate of the particular program;
- Accumulated Surplus to a maximum amount of 1.0% of operating revenue can be used to balance the budget. Amounts beyond this require Ministry approval.

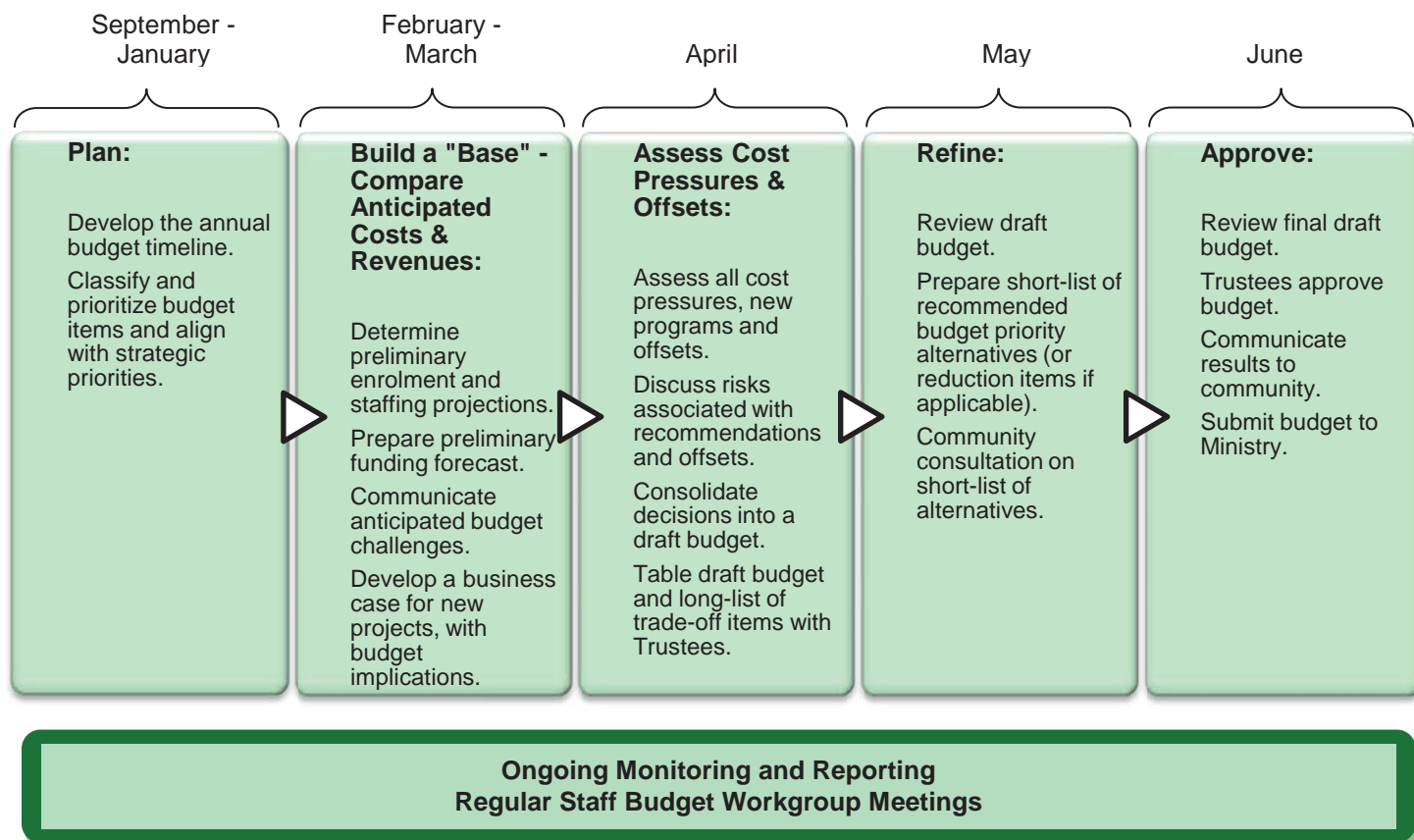
# Budget Process & Timelines

The budget is the Board's fiscal plan that supports the delivery of education programs and services and reflects the Board's strategic plan for the upcoming academic year. It also provides the authority for Administration to spend funds on a variety of programs and services.

The preparation of the 2014-15 operating and capital budgets is the responsibility of Board management. They have been prepared in compliance with applicable legislation, Canadian generally accepted accounting principles (GAAP) established by the Public Sector Accounting Board (PSAB) of the Canadian Institute of Chartered Accountants (CICA) as well as internal Board policies and procedures.

The fiscal year for all school boards in Ontario is in alignment with the school year and runs from September 1 to August 31. The Ministry of Education requires school boards to approve a balanced budget for the upcoming fiscal year before the end of June of the current year.

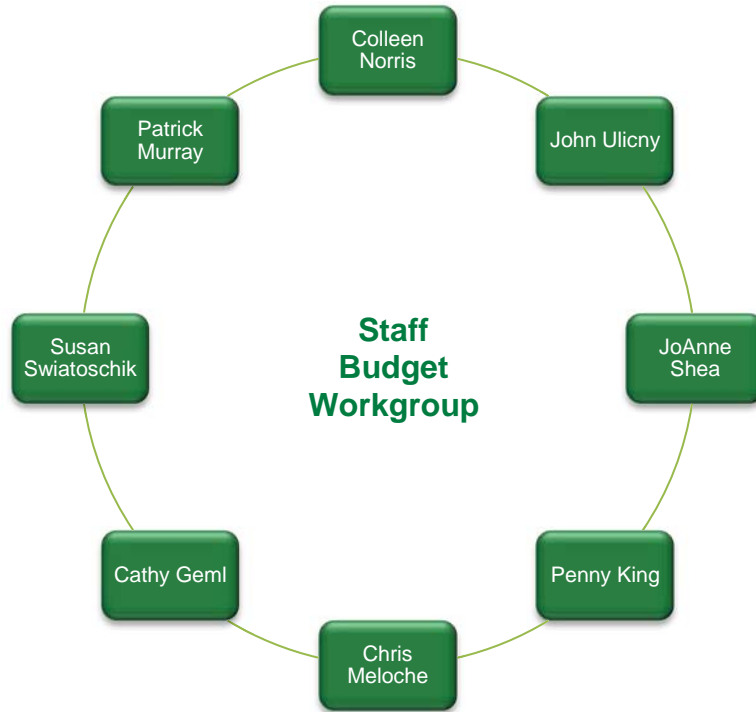
WECDSD follows a five-stage strategic budget development process. The diagram below outlines the key elements for each of the respective stages of the budget process.



As can be seen from the diagram above, the development of the annual budget is one of the most time consuming and labour intensive functions undertaken by Administration, spanning more than 6 months of the year. To better facilitate the Budget process and communication between departments, the Board has established a Staff Budget Workgroup comprised of management representatives from each department.

The composition of the Staff Budget Workgroup is depicted on the following page.

The Staff Budget Workgroup meets frequently throughout the budget development cycle to discuss progress for each department and address any issues on a timely basis. This multidisciplinary team allows the Board to take a holistic view of budget development and consider the unique needs and competencies of each department.



The Staff Budget Workgroup members above represented the following departments:

Member	Area Represented
Susan Swiatoschik	Business (Staff Budget Workgroup Chair)
Patrick Murray	Human Resources
Colleen Norris	Human Resources
John Ulicny	Student Achievement K-12 and Information Technology
JoAnne Shea	Student Achievement K-12
Penny King	Business
Chris Meloche	Facility Services
Cathy Geml	Student Achievement K-12 and Special Education

**Capital Budget Process:**

The Capital Budget is developed in conjunction with the Facility Services and Information Technology departments who assist in determining the Board’s future capital needs.

Requested projects from departments and schools are prioritized along with a detailed project description with the requested budget. Administration reviews the requests, and recommendations are put forward to balance the projects to available funding. The recommendations are based on departmental priorities taking into account asset management principles, previous funding allocations, and Board priorities.

There is a portion of the funding for each year of the capital budget that is left unallocated to allow for some level of flexibility to address changing priorities, unanticipated projects and/or changes to currently approved capital projects.

# Budget Consultation

The Board remains committed to ensuring appropriate communication and consultation with the community exists regarding 2014-15 budget development. Anticipated budget challenges and pressures were communicated to the community through a formal report to the Board at its meeting of March 25, 2014, and the community was invited to provide input at an early stage of budget development through a formal budget consultation survey. The intent of the survey was to inform the Board's budget development and assist in formulating and affirming Board priorities as the Board works to promote excellence in education within a faith-centered learning environment. The challenge faced by the Board is that there is very little flexibility in the application of grant funding to all but specified programs.

Availability of the survey on the Board's website was advertised in the Windsor Star, and communicated formally to key stakeholders.

Survey responses received by April 4, 2014 were compiled and summarized in a report to the Board at its meeting of April 22, 2014. At that time, the Board had received a total of 103 responses.

The online public survey continued to remain open for input subsequent to the initial cutoff date of April 4<sup>th</sup>. There were 158 responses received as of May 30, 2014. The updated results can be found in Appendix I.




The survey this year identified areas of priorities for stakeholders, for students and for schools. The April 4, 2014 survey results can be found on the Board's website:

<http://www.catholicboard.ca>

# Budget Pressures, Challenges & Risks

A school board's budget contains inherent pressures, challenges, and risks. Necessary restraint measures, combined with new and creative approaches to the way the Board delivers education and the way funds are used are needed to mitigate, as much as possible, the challenges and risks.

An identification of preliminary budget pressures and challenges facing the Board were presented to the Board of Trustees at its meeting of March 25, 2014. A listing of known pressures, challenges and risks related to the 2014-15 budget are highlighted below.

Risks	Pressures & Challenges
<ul style="list-style-type: none"> <li>• Enrolment projections may vary from actual results creating disruptions to school scheduling and changes in grant revenues</li> <li>• Uncertainty on cost projections for electricity and natural gas</li> <li>• Unforeseen activity and events (weather, government policy changes)</li> <li>• Occasional teacher costs difficult to project</li> <li>• Inflation assumptions</li> <li>• Legal costs difficult to project</li> <li>• Claims, grievances and legal settlements</li> <li>• Outstanding pay equity issues</li> <li>• Labour negotiations for 2014-15 unknown – the final budget does not include a provision for any costs that may result from the 2014-15 labour negotiations. Assumes Province will fund cost pressures resulting from Provincial discussions.</li> </ul>	<ul style="list-style-type: none"> <li>• Enrolment pressures – about 2/3 of education funding is based on enrolment but board costs do not decrease proportionately as enrolment falls</li> <li>• Reductions in funding for technology which quickly becomes obsolete and in need of infrastructure upgrades</li> <li>• Capital deficit (capital debt not supported by grant revenues from the Province) crowds out spending that could be used for other initiatives</li> <li>• Excess capacity in schools</li> <li>• Aging infrastructure – buildings, equipment</li> <li>• Supporting special education needs in an inclusive environment with available funding</li> <li>• Supporting faith initiatives with no direct source of funding</li> <li>• Ministry restraint measures</li> <li>• Collective agreement restrictions</li> <li>• Maintaining a stable level of school budget support with declining grant revenues</li> <li>• Controlling staffing costs (81.9% of total budget)</li> <li>• Balancing budget with contingency with available funds</li> <li>• Aligning funding received with Ministry and Board priorities</li> <li>• Implementation of Accommodation Review solutions</li> </ul>
<p><b>Ministry Assessment of Boards' Risk:</b></p> <ul style="list-style-type: none"> <li>&gt; Reserve reliance threshold of 1% (offside)</li> <li>&gt; Using more reserves than maximum allowed (high risk)</li> <li>&gt; Using less reserves than maximum allowed (medium risk)</li> <li>&gt; Balanced budget without reserves (expected)</li> <li>&gt; <b>Budgeting for in-year contingency (preferred)</b></li> <li>&gt; Reserve fund target of 1% to 2% (optimum)</li> </ul> <p>For 2014-15, WECD SB is budgeting for an in-year contingency of 0.5%, and is in a “preferred” risk position from the Ministry’s perspective</p>	

# Enrolment Highlights

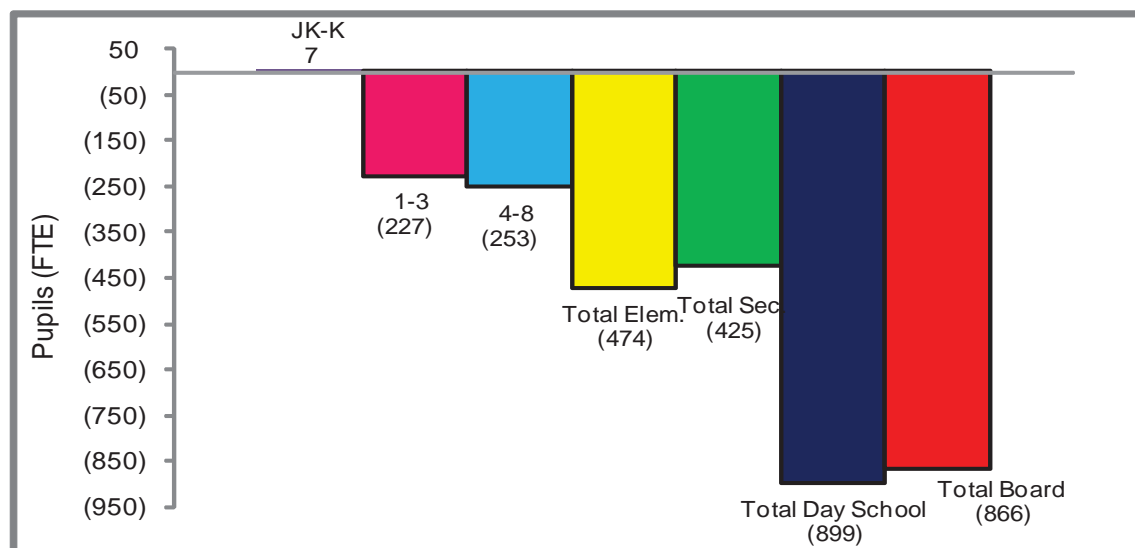
Enrolment projections for the 2014-15 Budget are conservative in nature, and were established based on historical data, updated for current circumstances. The Board's projected day school enrolment for 2014-15 is expected to be 20,153. This is a decrease of 900 students over 2013-14 Revised Estimates. With approximately two-thirds of education funding based on enrolment, this equates to approximately \$6.3M in reduced revenue for the Board.

The projected full-time equivalent (FTE) average daily enrolment for 2014-15, with a comparison to 2013-14 Revised Budget Estimates and 2012-13 Financial Statements is as follows:

## Summary of Enrolment

Full-Time Equivalent (FTE) Average Daily Enrolment (ADE)	2012-13 Financial Statements	2013-14 Revised Budget	2014-15 Budget	Change (2013-14 Rev. Budget to 2014-15 Budget)	
				#	%
<b>Elementary</b>					
JK-K	1,772	1,976	1,982	7	0.3%
1-3	4,086	3,922	3,695	(227)	-5.8%
4-8	7,916	7,619	7,366	(253)	-3.3%
<b>Total Elementary</b>	<b>13,773</b>	<b>13,517</b>	<b>13,043</b>	<b>(474)</b>	<b>-3.5%</b>
<b>Secondary &lt; 21</b>					
Grade 9 to 12	7,906	7,535	7,110	(425)	-5.6%
<b>Total Secondary &lt; 21</b>	<b>7,906</b>	<b>7,535</b>	<b>7,110</b>	<b>(425)</b>	<b>-5.6%</b>
<b>TOTAL DAY SCHOOL</b>	<b>21,679</b>	<b>21,052</b>	<b>20,153</b>	<b>(899)</b>	<b>-4.3%</b>
Secondary > 21	294	229	220	(9)	-3.8%
High Credit	-	23	30	6	27.5%
Visa (Tuition Paying)	25	41	76	36	87.7%
<b>TOTAL BOARD</b>	<b>21,999</b>	<b>21,344</b>	<b>20,478</b>	<b>(866)</b>	<b>-4.1%</b>

## Changes in Enrolment: 2013-14 Revised Budget v. 2014-15 Budget



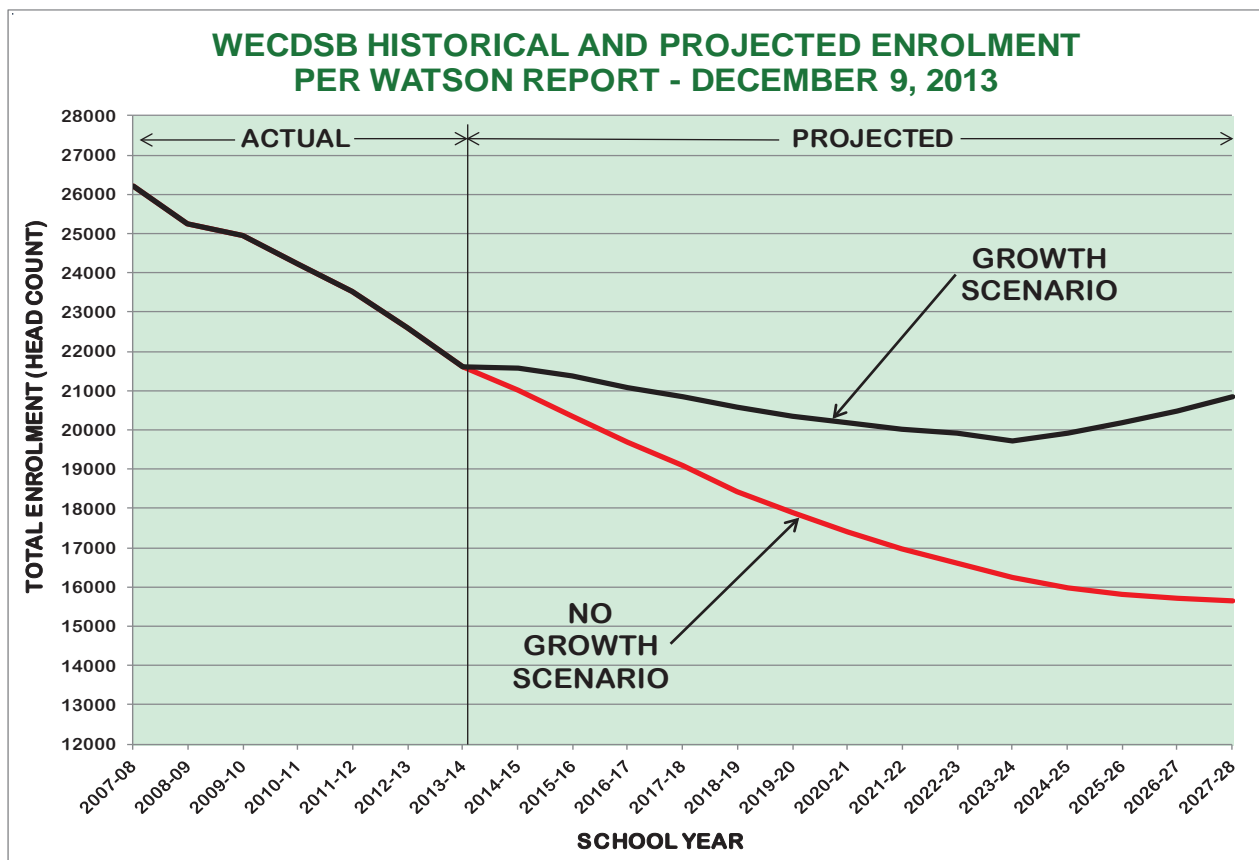
# Enrolment Projections

The Board recently retained Watson & Associates Economists Ltd. to undertake a major review of demographic trends and enrolment projections. The findings contained in the resultant report from Watson dated December 9, 2013 included a broad overview of current demographics as follows:

- Canada's population grew by 12% between 2001 and 2011, whereas the number of children aged 4 to 13 declined by more than 7%.
- Ontario's population grew less than the national average between 2006 and 2011.
- Ontario's current birthrate is 7% lower than what it was in the early 1990s.
- Immigration to Ontario dropped by 17% between 2006 and 2011, with the majority of immigrants now coming from Asia, not Europe as in the past.
- The number of Ontario children aged 0 to 14 is expected to stabilize, with some continued short term declines and mid to long term increases.
- Population demographics and the economy are usually tied closely together, with the local Windsor-Essex economy having stabilized with employment conditions expected to improve slightly in the short term.



Based on these findings, Watson provided two scenarios for future Board enrolment, illustrated below.





The first is a "no growth scenario" where projections for the number of pupils in the future are dependent solely on the prevailing Windsor-Essex community population. The second is a "growth scenario" whereby growth from the local economy and potential new housing demand would add to the population and thereby to Board enrolment.

The two scenarios illustrated in the chart on the previous page are both characterized by continuing declines in enrolment for at least the next decade. The "no growth scenario" projects a leveling off of enrolment at the end of the 15 year time horizon for the study. The "growth scenario" shows an upward trend beginning in 2024-25.

The reality facing the Board continues to be dealing with declines in enrolment projected under either scenario. Due diligence will be required to ensure that the associated ongoing reductions in Ministry of Education grant funding are met with corresponding reductions in Board expenditures each year. This is particularly critical in rationalizing excess pupil space capacity across the system in a timely manner.

The 2014-15 Estimates have been developed consistent with this reality. Adjustments in expenditures have been made where required. Further reductions in expenditures have been realized with the removal of several surplus properties from the Board's inventory.

There remains the strong commitment by the Board to become among the best performing school boards in the Province, regardless of what the enrolment may be in any given year. With this commitment and with past and recent successes by its students, WECDSB will continue to be the Board of choice for those seeking a high quality education in a faith-filled environment.



# Staffing Highlights

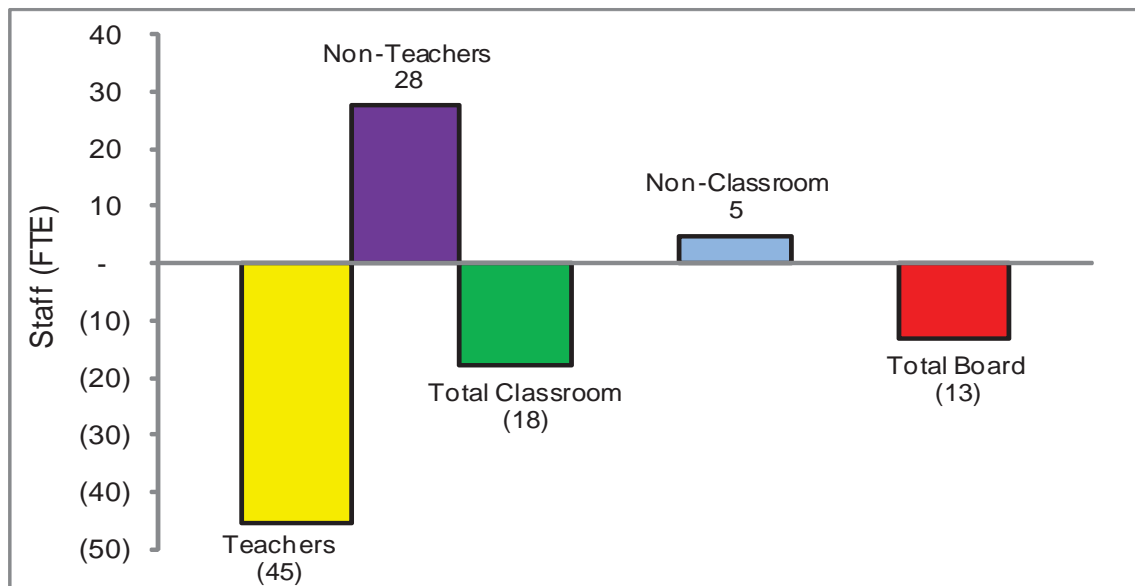
Staffing is the largest expenditure of the Board and comprises 81.9% of the overall budget.

Staffing for all positions is the responsibility of the Human Resources Department. The greatest challenge is controlling costs while ensuring Ministry class size targets and collective agreement provisions are maintained. The Board's total estimated expenditures of salaries and benefits for the 2014-15 fiscal year are \$200.6M as compared to \$200.8M for 2013-14.

## Summary of Staffing

Full-Time Equivalent (FTE)	2012-13 Financial Statements	2013-14 Revised Budget	2014-15 Budget	Change (2013-14 Rev. Budget to 2014-15 Budget)	
				#	%
<b>Classroom</b>					
Teachers	1,332	1,261	1,216	(45)	-3.6%
Non-Teachers	574	583	610	28	4.7%
<b>Total Classroom</b>	<b>1,906</b>	<b>1,844</b>	<b>1,826</b>	<b>(18)</b>	<b>-1.0%</b>
<b>Non-Classroom</b>	<b>268</b>	<b>261</b>	<b>266</b>	<b>5</b>	<b>1.8%</b>
<b>Total Board</b>	<b>2,174</b>	<b>2,105</b>	<b>2,092</b>	<b>(13)</b>	<b>-0.6%</b>

## Changes in Staffing: 2013-14 Revised Budget v. 2014-15 Budget



The "Non-Teachers" category has increased over 2013-14 Revised Estimates, primarily due to additional Early Childhood Educators required for the full implementation of FDK, combined with reinstatements of certain Professional/Paraprofessional support staff (Child & Youth Worker, Psychologists etc.). It also reflects the International Education Supervisor position, offset by reductions in School Administration due to the Our Lady of Lourdes and St. Bernard Elementary school consolidation.

The increase of 5.0 FTE in the "Non-Classroom" category is predominantly due to previously approved positions in the Facility Services department, temporarily held vacant in recent years, as well as maintenance of the custodial complement.

# Revenue Highlights

Provincial grants to school boards are provided through Grants for Student Needs (GSN) and are generated primarily by student enrolment.

The GSN determines each board's overall funding allocation. Property tax revenue provides a part of the allocation and the Province provides additional funding up to the level set by the education funding formulas. School boards do not levy taxes, and the Education taxes received by school boards represent only a cash flow and not a source of funding.

Because funding largely reflects enrolment, the Board must adapt its operation to reflect enrolment changes.

The provincial GSN model is comprised of the following components:

**Pupil Foundation Grant** – base per-pupil allocation that supports the elements of a classroom education that are required by, and generally common to, all students.

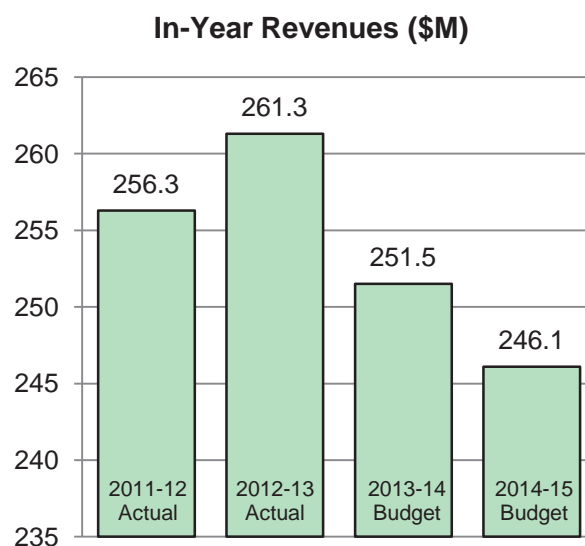
**School Foundation Grant** – provides a base for the costs of in-school administration and leadership as well as supplies for school administration purposes.

**Special Purpose Grants** – provides additional funding to recognize the different level of support required by boards, schools, and students related to location, student and school needs, and a board's demographic profile.

**Debt Service Support** – provides funding to meet annual supported debt repayments (principal and interest), in addition to funding for short-term capital interest costs.

WECD SB generates other additional fees and revenues to support operations through such things as tuition fees from international students, rental and permit income, cafeteria income and bank interest income. A summary of in-year revenue available for compliance is provided below:

The Board's total estimated funding for the 2014-15 fiscal year is \$246.1M as compared to \$251.5M for 2013-14.



Funding Source	2013-14 Revised Budget	2014-15 Budget	\$ Change	% Change
Provincial Grants – GSN	196,960,497	202,233,115	5,272,618	2.7%
Education Program Other (EPO) Grants	12,644,990	2,740,741	(9,904,249)	(78.3%)
Local Taxation Revenue	39,908,518	39,016,093	(892,425)	(2.2%)
Fees/Revenue from Other Sources	2,027,554	2,141,702	114,148	5.6%
<b>Total Revenue for Compliance</b>	<b>251,541,559</b>	<b>246,131,651</b>	<b>(5,409,908)</b>	<b>(2.2%)</b>

A detailed comparison of revenue by grant for the 2012-13, 2013-14 and 2014-15 fiscal years is provided below:

	<b>DETAILED REVENUES</b>				
	2012-13 Financial Statements	2013-14 Revised Budget	2014-15 Budget	Change (2013-14 Revised Budget to 2014-15 Budget)	
				\$ Increase (Decrease)	% Increase (Decrease)
<b>REVENUES (\$Thousands)</b>					
<b>Operating Grants</b>					
Pupil Foundation	111,102	104,991	107,123	2,132	2.0%
School Foundation	15,042	14,611	14,452	(159)	(1.1%)
Special Education	26,915	26,039	25,936	(103)	(0.4%)
French as a Second Language	2,735	2,637	2,589	(48)	(1.8%)
English as a Second Language	1,983	1,897	1,760	(137)	(7.2%)
Learning Opportunities	4,260	4,011	4,096	85	2.1%
Continuing Education	429	448	488	39	8.8%
Adult Education	948	756	735	(21)	(2.8%)
Teacher Qualification & Experience	22,091	23,515	25,030	1,515	6.4%
ECE Qualification & Experience	-	-	800	800	0.0%
Transportation	8,046	7,748	7,775	28	0.4%
Admin and Governance	5,974	5,773	5,777	4	0.1%
School Operations	19,941	19,698	19,667	(31)	-0.2%
First Nation, Métis and Inuit	209	254	293	38	15.0%
Safe Schools Supplement	638	623	618	(5)	-0.7%
Community Use of Schools Grant	296	289	284	(6)	-2.1%
New Teacher Induction Program	100	57	53	(4)	-7.2%
Declining Enrolment	2,540	2,903	3,698	795	27.4%
Temporary Accommodation	146	122	242	120	98.4%
School Renewal - Operating Portion	1,625	2,106	1,453	(653)	-31.0%
Restraint Savings	(89)	(89)	(89)	-	0.0%
Labour Related Enhancements	66	-	-	-	0.0%
Adjustment for mTCA	(154)		(50)	(50)	
<b>Total Operating Grants</b>	<b>224,842</b>	<b>218,389</b>	<b>222,729</b>	<b>4,340</b>	<b>2.0%</b>
<b>Debt Servicing Grants</b>					
Permanent Financing of NPF	1,613	1,613	1,613	-	0.0%
Amortization of DCC	15,141	8,818	9,422	605	6.9%
Capital Debt Support Payment - Interest	8,518	8,049	7,485	(564)	(7.0%)
Short Term Interest	-	-	-	-	0.0%
<b>Total Debt Servicing Grants</b>	<b>25,272</b>	<b>18,480</b>	<b>18,520</b>	<b>40</b>	<b>0.2%</b>
<b>Total Legislative Grants</b>	<b>250,114</b>	<b>236,869</b>	<b>241,249</b>	<b>4,380</b>	<b>1.8%</b>
<b>Other (EPOs &amp; Non-Grant Revenue)</b>	<b>11,154</b>	<b>14,673</b>	<b>4,882</b>	<b>(9,790)</b>	<b>(66.7%)</b>
<b>TOTAL REVENUES</b>	<b>261,268</b>	<b>251,542</b>	<b>246,132</b>	<b>(5,410)</b>	<b>(2.2%)</b>

# Funding for Ministry Initiatives

As shown in the table below, the Ministry targets additional funding to school boards for specific provincial initiatives. These are called EPOs (Education Program-Other grants). These grants are provided outside of the regular operating grants and are often tied to separate contract agreements that require specific reporting on expenditures within set timelines. School boards are required to spend these grants for their intended purposes and the Ministry can take back any unspent funds.

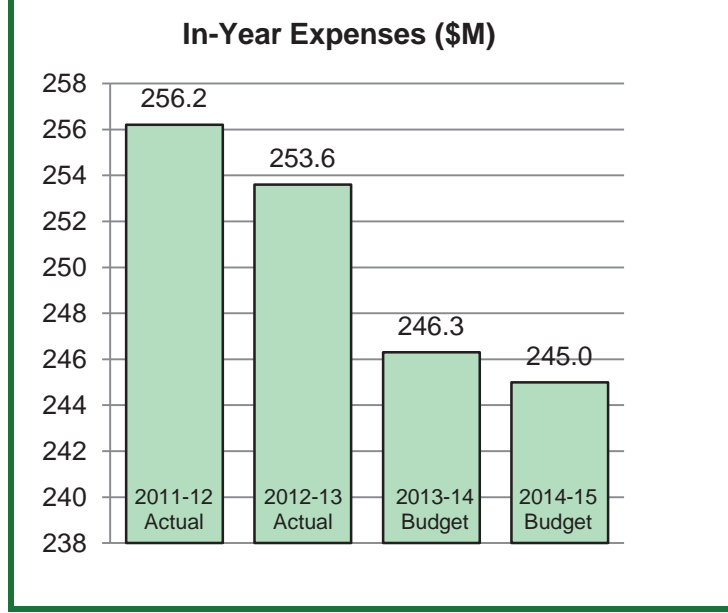
<b>EDUCATION PROGRAM - OTHER (EPO) GRANT REVENUE</b>	
<b>Program</b>	<b>2014-15 Budget</b>
Autism Supports and Training	32,502
Collaborative Inquiry for Learning - Mathematics	45,000
Community Use of Schools - Outreach Coordinators	76,000
Community Use of Schools - Priority Schools	68,000
Early Years Leads Program	85,780
e-Learning Contact Project	105,000
Focus on Youth	250,000
Implementation of Board Mental Health Strategies	17,283
Learning for All K-12 Regional Projects	23,953
Library Staff Investment Project	113,270
Managing Information for Student Achievement (MISA) Local Capacity	42,516
Safe and Accepting Schools	50,099
Small and Northern Boards Mathematics	117,838
Specialist High Skills Major (SHSM)	66,523
Student Success - Building Capacity for Differentiated Instruction	23,439
Student Success - Building Capacity for Effective Instruction in Literacy for Adolescents	23,439
Student Success - Building Capacity for Effective Mathematics Instruction	23,439
Student Success - Collaborative Inquiry for Instructional Impact	23,440
Student Success School and Cross Panel Teams - Supporting Transitions and Innovative Practice	30,203
Student Work Study	120,000
System Implementation and Monitoring (SIM): Regional Network Sessions	25,000
System Implementation and Monitoring (SIM)/Ontario Focused Intervention Partnership (OFIP) Support	146,600
Placeholder for EPOs forecast but not yet announced (has matching expenses with no impact to budget)	1,231,417
<b>Total EPO Grants</b>	<b>2,740,741</b>

# Expenditure Highlights

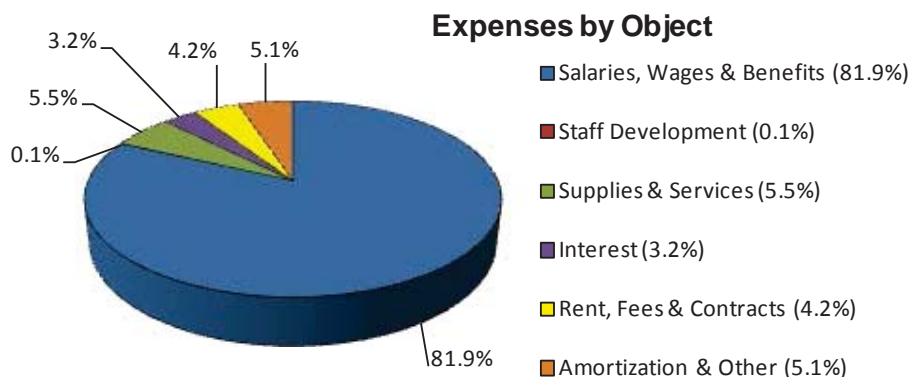
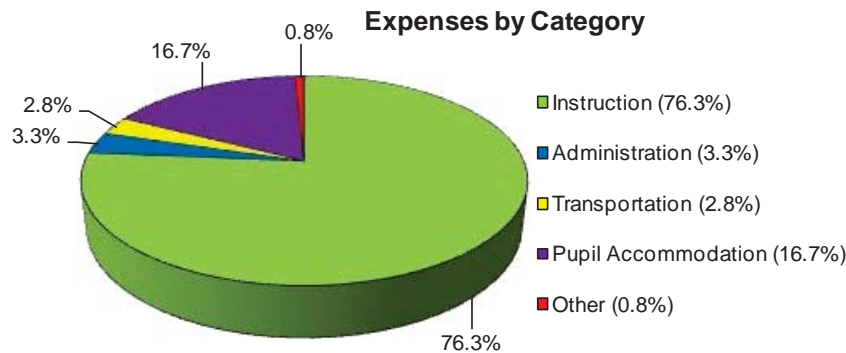
The 2013-14 Revised Estimates expenditure budget was used as the base for the 2014-15 budget, adjusted:

- to exclude one-time budget allocations;
- to include inflationary pressures such as increased utility costs;
- to include contractual/statutory increases due to current collective agreements, service contracts etc.;
- to reflect the most recent PSAB (Public Sector Accounting Board) Actuarial forecasts;
- to include anticipated EPOs offset by matching revenue;
- to reflect the impact of enrolment projections on staffing; and
- to allow for the implementation of Board priorities and previously approved Trustee commitments.

The Board's total estimated expenditures for the 2014-15 fiscal year is \$245.0M as compared to \$246.3M for 2013-14.



WECD SB expenses are largely comprised of labour related costs (salaries and benefits) for staff which typically represent about 82% of total expenditures. WECD SB's central administration costs are less than 4% of the Board's total expenses.



A detailed comparison of expenses for the 2012-13, 2013-14 and 2014-15 fiscal years is provided below:

EXPENSES (\$Thousands)	DETAILED EXPENSES				
	2012-13 Financial Statements	2013-14 Revised Budget	2014-15 Budget	Change (2013-14 Revised Budget & 2014-15 Budget)	
				\$ Increase (Decrease)	% Increase (Decrease)
<b>Instruction</b>					
Teachers	133,102	130,351	128,836	(1,515)	(1.2%)
Supply Teachers	5,498	5,016	5,503	487	9.7%
Educational Assistants / ECEs	17,672	18,969	19,535	566	3.0%
Classroom Computers	855	790	784	(6)	(0.7%)
Textbooks and Supplies	4,088	4,935	4,612	(323)	(6.5%)
Professionals and Paraprofessionals	5,532	5,719	6,005	286	5.0%
Library and Guidance	2,536	2,226	2,267	41	1.9%
Staff Development	938	1,054	712	(343)	(32.5%)
Department Heads	572	559	576	17	3.1%
Principal and Vice-Principals	9,658	8,964	9,132	169	1.9%
School Office	5,688	5,587	5,865	277	5.0%
Co-ordinators and Consultants	2,645	2,763	2,836	73	2.6%
Continuing Education	306	320	320	0	0.1%
Amortization and Write-downs	51	85	44	(41)	(48.4%)
<b>Total Instruction</b>	<b>189,141</b>	<b>187,338</b>	<b>187,027</b>	<b>(310)</b>	<b>(0.2%)</b>
<b>Administration</b>					
Trustees	134	152	152	(0)	(0.0%)
Director/Supervisory Officers	1,808	1,538	1,565	27	1.8%
Board Administration	6,564	6,986	6,436	(550)	(7.9%)
Amortization and Write-downs	11	12	7	(5)	(45.4%)
<b>Total Administration</b>	<b>8,517</b>	<b>8,688</b>	<b>8,160</b>	<b>(528)</b>	<b>(6.1%)</b>
<b>Transportation</b>	<b>7,080</b>	<b>6,784</b>	<b>6,933</b>	<b>149</b>	<b>2.2%</b>
<b>Pupil Accommodation</b>					
School Operations & Maintenance	21,946	21,824	22,501	677	3.1%
School Renewal - Operating Portion	953	1,528	875	(653)	(42.7%)
Other Pupil Accommodation	8,536	8,110	7,541	(570)	(7.0%)
Amortization and Write-downs	15,801	9,443	10,094	651	6.9%
Loss on Disposal of TCA & Assets Held for Sale	(6,644)				
<b>Total Pupil Accommodation</b>	<b>40,592</b>	<b>40,905</b>	<b>41,010</b>	<b>106</b>	<b>0.3%</b>
<b>Other</b>	<b>1,613</b>	<b>2,594</b>	<b>1,886</b>	<b>(709)</b>	<b>(27.3%)</b>
Loss on Disposal of TCA & Assets Held for Sale	6,644	-	-	-	
<b>TOTAL EXPENSES</b>	<b>253,587</b>	<b>246,309</b>	<b>245,017</b>	<b>(1,293)</b>	<b>(0.5%)</b>

2014-15 expenses by category and object are detailed below.

### 2014 - 15 EXPENSE DETAIL BY CATEGORY - ELEMENTARY & SECONDARY COMBINED

Expense Categories	Salaries and Wages	Employee Benefits	Staff Development	Supplies & Services	Interest Charges on Capital	Rent, Fees & Contractual Services	Amortization & Other	Total Expenses
<b>INSTRUCTION</b>								
Classroom Teachers	\$ 113,458,294	\$ 15,342,842	\$ -	\$ 35,025	\$ -	\$ -	\$ -	\$ 128,836,161
Supply Teachers	5,018,813	484,153						5,502,966
Teacher Assistants	12,369,088	3,290,519						15,659,607
Early Childhood Educators	3,066,570	809,007						3,875,577
Textbooks/Supplies				4,257,058		355,388		4,612,446
Computers				783,963				783,963
(Para)Prof./Technicians	4,513,717	1,383,084		104,570		3,500		6,004,871
Library/Guidance	2,028,161	238,877		95				2,267,133
Staff Development	572,472	46,665	92,458					711,595
Department Heads	575,831							575,831
Principals and VPs	7,620,963	1,398,484	106,782	6,000				9,132,229
School Office	4,113,632	1,417,162		333,920				5,864,714
Coord. and Consultants	2,204,646	293,195		325,455		12,500		2,835,796
Continuing Education	291,773	8,972		19,700				320,445
Amortization							44,012	44,012
<b>Instruction Subtotal</b>	<b>\$ 155,833,960</b>	<b>\$ 24,712,960</b>	<b>\$ 199,240</b>	<b>\$ 5,865,786</b>	<b>\$ -</b>	<b>\$ 371,388</b>	<b>\$ 44,012</b>	<b>\$ 187,027,346</b>
<b>ADMINISTRATION</b>								
Trustees	\$ 106,691	\$ 3,608	\$ 13,400	\$ 19,000	\$ -	\$ -	\$ 9,000	\$ 151,699
Director/Supervisory Officers	1,242,646	279,650	17,500	25,578				1,565,374
Board Administration	2,755,864	995,803	16,065	506,418		1,720,982	441,361	6,436,493
Amortization							6,574	6,574
<b>Administration Subtotal</b>	<b>\$ 4,105,201</b>	<b>\$ 1,279,061</b>	<b>\$ 46,965</b>	<b>\$ 550,996</b>	<b>\$ -</b>	<b>\$ 1,720,982</b>	<b>\$ 456,935</b>	<b>\$ 8,160,140</b>
<b>TRANSPORTATION</b>								
Pupil Transportation	\$ 239,263	\$ 74,994	\$ 2,940	\$ 25,421	\$ -	\$ 6,584,141	\$ 6,482	\$ 6,933,241
<b>Transportation Subtotal</b>	<b>\$ 239,263</b>	<b>\$ 74,994</b>	<b>\$ 2,940</b>	<b>\$ 25,421</b>	<b>\$ -</b>	<b>\$ 6,584,141</b>	<b>\$ 6,482</b>	<b>\$ 6,933,241</b>
<b>PUPIL ACCOMMODATION</b>								
School Oper./Maintenance	\$ 10,779,021	\$ 3,588,127	\$ 6,042	\$ 7,084,224	\$ -	\$ 1,041,402	\$ 2,000	\$ 22,500,816
School Renewal-Operating					275,000	600,000		875,000
Other Pupil Accommodation					7,486,650	54,009		7,540,659
Amortization							10,093,757	10,093,757
<b>Pupil Accom. Subtotal</b>	<b>\$ 10,779,021</b>	<b>\$ 3,588,127</b>	<b>\$ 6,042</b>	<b>\$ 7,084,224</b>	<b>\$ 7,761,650</b>	<b>\$ 1,695,411</b>	<b>\$ 10,093,757</b>	<b>\$ 41,010,232</b>
<b>OTHER</b>								
Other Non-Oper. Expenses							1,720,605	1,720,605
Provision for Contingencies							165,000	165,000
<b>Subtotal - Other</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 1,885,605</b>	<b>\$ 1,885,605</b>
<b>TOTAL EXPENSES</b>	<b>\$ 170,957,445</b>	<b>\$ 29,655,142</b>	<b>\$ 255,187</b>	<b>\$ 13,526,427</b>	<b>\$ 7,761,650</b>	<b>\$ 10,371,922</b>	<b>\$ 12,488,791</b>	<b>\$ 245,016,564</b>



The challenges cited previously made this budget difficult to balance within available funding, given that 81.9% of the Board's budget is salaries and benefits, which is determined by Ministry ratios, collective agreements, legislative compliance, and student needs.

Senior Administration identified the following **reductions** relative to the 2013-14 Revised Budget Estimates:

- Staffing reductions related to enrolment pressures
- Reduction to non-staff budgets (miscellaneous line-by-line account reductions)

While the 2014-15 budget required reductions to balance, Administration found it necessary to **add** the following in order to respond to system needs beyond required ratios or legislation:

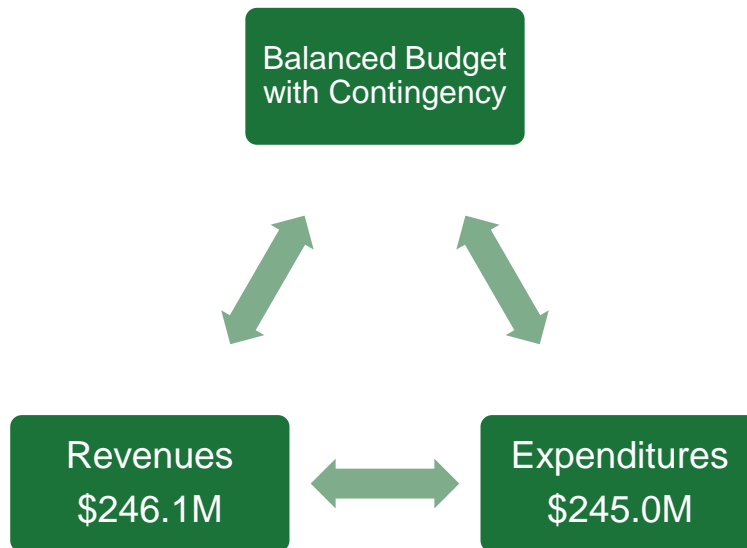
- 1 English as a Second Language (ESL) and 1 Special Education Teacher
- Provision for grievance settlements
- Resources for French Immersion, ESL and Psychology Test Updates
- Contractual increases for agreements and fees
- Reinstatement to the budget of Chief Psychologist and two 0.5 FTE Psychologist positions
- Professional Development for Information Technology staff
- Increased provision for sick leave
- School Operations & Maintenance cost increases (pest control, HVAC, utilities)
- 1 International Education Supervisor to replace vacant position
- Facility Services Staff additions (previously approved)
- Additional Transportation costs to reflect certain route plans and schedule changes in 2014-15
- Provision for purchase of 2 replacement vehicles for Facility Services

A reconciliation of expenses between the starting point for the 2014-15 Budget (i.e. 2013-14 Revised Budget) and the 2014-15 Budget is summarized below:

	<b>Amount (\$M)</b>
<b>2013-14 Revised Budget Expenses</b>	<b>246.3</b>
Expenditure Reductions	(2.6)
Expenditure Additions	1.6
Public Sector Accounting Board (PSAB) Adjustments	(0.1)
Other Net Adjustments	(0.2)
<b>2014-15 TOTAL BUDGETED EXPENSES</b>	<b>245.0</b>

# Financial Summary

The Windsor-Essex Catholic District School Board has presented a balanced budget for the 2014-15 school year totaling \$245.0M.



## Summary of Financial Results

(\$Thousands)	2012-13 Financial Statements	2013-14 Revised Budget	2014-15 Budget	Change (13-14 Rev. Budget to 14-15 Budget)	
				\$	%
<b>REVENUE</b>					
Operating	224,842	218,389	222,728	4,339	2.0%
Capital	25,272	18,480	18,520	40	0.2%
Other	11,154	14,673	4,882	(9,790)	(66.7%)
<b>Total Revenue</b>	<b>261,268</b>	<b>251,542</b>	<b>246,131</b>	<b>(5,410)</b>	<b>(2.2%)</b>
<b>EXPENSES</b>					
Instruction	189,141	187,338	187,027	(310)	(0.2%)
Other Operating	15,597	15,473	15,093	(379)	(2.5%)
Pupil Accommodation & Other	48,849	43,499	42,896	(603)	(1.4%)
<b>Total Expenses</b>	<b>253,587</b>	<b>246,309</b>	<b>245,017</b>	<b>(1,293)</b>	<b>(0.5%)</b>
<b>In-Year Surplus/(Deficit)</b>	<b>7,681</b>	<b>5,232</b>	<b>1,115</b>	<b>(4,118)</b>	<b>(78.7%)</b>

Operating allocation to be used in By-Law contingency calculation = \$222,938,933 x 0.5% = **\$1,114,695**

# Accumulated Surplus

Revenues less expenses generate an annual or “in-year” surplus or deficit. The annual balance accumulates from one year to the next, and is referred to as the accumulated surplus/deficit. The accumulated surplus can be set aside or “internally appropriated” by the Board for specific purposes (formerly known as internally restricted reserves) such as reserves for working funds, retirement gratuities, capital reserves not required by legislation and so forth.

The following table shows the actual balance of the accumulated surplus/deficit available for compliance for the last 2 years, as well as the current forecast for 2013-14 and the projection for 2014-15:

	2011-12 Actual	2012-13 Actual	2013-14 Forecast	2014-15 Estimates
Opening Balance	(2,480,490)	(2,289,464)	5,392,637	10,492,076
Contributions	191,026	7,682,101	5,099,439	1,115,087
Draws	-	-	-	-
<b>Closing Balance</b>	<b>(2,289,464)</b>	<b>5,392,637</b>	<b>10,492,076</b>	<b>11,607,163</b>

As can be seen from the table above, the Board successfully ended the 2012-13 fiscal year with an in-year surplus (i.e. “contribution”) of \$7.68M, which eliminated the previous years’ accumulated deficit. This was achieved through a significant reduction in ongoing expenditures, including post-retirement benefits for those over the age of 65, as required by legislation.

Section 13:05 of the Board By-Laws states that the Board shall include in its budget an annual contingency amount to be set at no less than 0.5% of the Board’s operating allocation for the budget year being approved. As such, the 2014-15 Budget Estimates contains a projected in-year surplus of \$1,115,087, which results in a forecast accumulated surplus of \$11,607,163.

The components of the forecast 2014-15 Accumulated Surplus are detailed below.

Components of Accumulated Surplus, Available for Compliance	2014-15 Estimates
Operating surplus	9,982,090
School Renewal	171,786
Benefit Plan	1,015,577
Sinking fund interest	437,710
<b>TOTAL</b>	<b>11,607,163</b>



# Capital & Debt

## Capital Asset Additions

The 2014-15 Final Budget reflects planned asset additions of \$9,340,129, summarized below.

	<b>Amount</b>
Construction in Progress – New Elementary School Buildings	3,652,536
Land Improvements	4,624,739
Computer Hardware	700,000
Vehicles	220,000
First Time Equipping (items to furnish and equip schools)	50,000
<b>TOTAL EXPENDITURES</b>	<b>92,854</b>
	<b>9,340,129</b>

For all capital assets in service (i.e. excluding those assets that are still considered “construction in progress”), the Board must calculate depreciation. The annual depreciation expense projected in 2014-15 as calculated on the Board’s total capital asset net book value of \$231M is \$10,144,343. It is this amount that forms part of the Board’s projected \$245M expenditure budget in 2014-15.

The \$9.3M of capital expenditures have been balanced against available Ministry funding, as identified in the table below.

	<b>Funding Source</b>
Full-Day Kindergarten	1,389,630
Capital Priorities Grant – Major Capital	3,407,914
School Condition Improvement Allocation	2,839,902
School Renewal Allocation (portion spent on capital)	1,652,683
Minor Tangible Capital Assets (moveable type assets)	50,000
<b>TOTAL FUNDING</b>	<b>9,340,129</b>

The Ministry also continues to provide funding for the renewal of facilities through the School Renewal and School Condition Improvement Allocations, recognizing the large provincial and local renewal backlog.

### School Renewal

- Grant of \$3,105,321 in 2014-15
- Addresses the costs of repairing and renovating schools
- Can be spent on operating and capital expenses, but limit is set on amount of operating spending in 2014-15
- Unspent funds at year-end are deferred to the following year for future school renewal expenses
- 2014-15 planned projects on page 23

### School Condition Improvement

- Grant of \$2,839,902 in 2014-15
- Provided to address school renewal needs
- Can only be spent on depreciable renewal expenditures that are expected to remain open and operating for at least five years
- Cannot use funding to expand size of schools, build new schools or service debt
- Unspent funds at year-end are deferred to the following year for future spending
- 2014-15 planned projects on page 24

### 2014-15 School Renewal

Project / School	Project Description	Projected Cost
<b>SCHOOL PROJECTS</b>		
Elementary	Based on project list, TCPS, assessments	300,000
Secondary	Based on project list, TCPS, assessments	200,000
<b>Sub Total</b>		<b>500,000</b>
<b>FLOORING</b>		
Various Schools	Carpet replacement, floor finishes	100,000
<b>Sub Total</b>		<b>100,000</b>
<b>ROOFING</b>		
Various Schools	Minor roof patching	100,000
<b>Sub Total</b>		<b>100,000</b>
<b>MECHANICAL-PLUMBING</b>		
Various Schools	Washroom renovations	150,000
<b>Sub Total</b>		<b>150,000</b>
<b>MECHANICAL-HVAC</b>		
Elementary	Boiler Replacement & Upgrades	175,000
Secondary	Boiler Replacement & Upgrades	175,000
<b>Sub Total</b>		<b>350,000</b>
<b>WINDOWS</b>		
Elementary	Replace exterior windows	50,000
Secondary	Replace exterior windows	50,000
<b>Sub Total</b>		<b>100,000</b>
<b>SECURITY</b>		
Secondary Schools	Camera upgrades	40,000
All Secondary Schools	Swipe Access	20,000
<b>Sub Total</b>		<b>60,000</b>
<b>FIRE PROTECTION</b>		
Elementary	Fire panel replacements	50,000
Secondary	Fire panel replacements	50,000
<b>Sub Total</b>		<b>100,000</b>
<b>ACCESSIBILITY</b>		
Various Schools	Address accessibility issues	50,000
<b>Sub Total</b>		<b>50,000</b>
<b>OTHER</b>		
Various Schools	MTEL Phone system upgrades	110,000
Various Schools	Wireless network in school sites	110,000
St. Thomas of Villanova	Water sewage treatment services	80,000
Unassigned		442,683
Provision for Unsupported Debt		852,638
<b>Sub Total</b>		<b>1,595,321</b>
<b>TOTAL PROJECTS</b>		<b>3,105,321</b>

### 2014-15 School Condition Improvement

Project / School	Project Description	Projected Cost
<b>PAVING</b>		
Various Schools	To be assessed upon completion of 2014 summer projects	500,000
Our Lady of Mount Carmel	Bus Bay net of City Contribution	200,000
<b>Sub Total</b>		<b>700,000</b>
<b>ROOFING</b>		
Various Schools	To be assessed upon completion of 2014 summer projects	1,200,000
<b>Sub Total</b>		<b>1,200,000</b>
<b>HVAC</b>		
Boiler Replacement	To be assessed upon completion of 2014 summer projects	250,000
Other HVAC projects	To be determined	175,000
<b>Sub Total</b>		<b>425,000</b>
<b>BUILDING RENOVATIONS</b>		
F.J. Brennan HS	Additional programming changes	100,000
Assumption HS	Aerospace programming requirements	100,000
Various Schools	Other capital – To be determined	314,902
<b>Sub Total</b>		<b>514,902</b>
<b>TOTAL PROJECTS</b>		<b>2,839,902</b>

### Capital Deficit

Under previous administrations, the Board undertook the construction of facilities not fully supported by grant revenues. As a result, there is a capital deficit or unsupported debt, meaning capital debt that is not supported with grant revenues from the Province to meet principal and interest payments. This debt affects the Board each year in the form of unsupported amortization expense, which is projected to be approximately \$722K per year.

#### Projected Unsupported Debt at August 31, 2015:

Deferred Capital Grant Contributions	\$196.2M
Tangible Capital Assets (less land)	<u>209.3M</u>
Unsupported Spending	13.1M
Add: Capital deficit on land	<u>1.0M</u>
<b>TOTAL</b>	<b>\$14.1M*</b>

\* Excludes interest costs required to service the debt

#### Capital Deficit Funding Sources:

- Amount appropriated in accumulated surplus
- Future and current property sales

The Board needs to annually appropriate accumulated surplus and/or annually apply proceeds from the sale of properties to reduce the capital deficit.

# Special Education

The Special Education Grant provides additional funding for students who need special education programs, services and/or equipment.

The Ministry requires that Special Education funding can only be used for special education purposes. Any unspent funding at the conclusion of the fiscal year must be deferred so it can be used to fund special education programs in the following year.

The Ministry has revised the formula in recent years and continues to refine it in response to sector demand. In 2014-15, a new model for the High Needs Amount (HNA) Allocation will be introduced and phased in over four years. The new model better reflects the variation among boards with respect to students with special education needs and boards' abilities to meet those needs, thus making the HNA Allocation more fair and equitable.



WECDsB's inclusive model of Special Education service delivery expresses its commitment to educate each child to the maximum extent in the classroom he or she attends. It involves bringing the support services to the child rather than moving the child to the services. This model however causes budget pressures as the number of students with special needs continues to increase each year. As a result, the Board annually overspends its allocation in this area, which is a typical characteristic of almost every Ontario school board. This is particularly evident in 2014-15, where the reduced grant revenues from declining enrolment, combined with increased pupils with special needs and a commitment to maintain 2013-14 level of program delivery, has resulted in a \$1.7M gap between the expenses and funding.

The total annual Special Education expenditures, funding and surplus/deficit are shown in the table below:

<b>Special Education</b>	<b>2011-12 Actual</b>	<b>2012-13 Actual</b>	<b>2013-14 Revised Budget</b>	<b>2014-15 Budget</b>
Salary and benefits	27,059,902	27,394,118	26,607,287	26,978,714
Supplies and services	441,258	394,115	846,182	581,709
Fees and contracts	474,205	109,702	123,900	140,424
Staff development	42,050	3,642	8,000	8,000
<b>Total Expenses</b>	<b>28,017,415</b>	<b>27,901,577</b>	<b>27,585,369</b>	<b>27,708,847</b>
Self-contained class allocation	(129,053)	(93,024)	(96,395)	(61,483)
<b>Net Expenses</b>	<b>27,888,362</b>	<b>27,808,553</b>	<b>27,488,974</b>	<b>27,647,364</b>
<b>Total Funding</b>	<b>27,897,102</b>	<b>27,786,757</b>	<b>27,296,436</b>	<b>25,935,572</b>
<b>Surplus/(Deficit)</b>	<b>8,740</b>	<b>(21,796)</b>	<b>(192,538)</b>	<b>(1,711,792)</b>

# Administration & Governance

The School Board Administration and Governance Grant provides funding for administration and governance costs such as operating board offices and central facilities, board-based staff and expenditures, including supervisory officers and their secretarial support.

A Board Administration and Governance Advisory Group (BAAG) was established in 2010 to provide advice with respect to the development of a new grant allocation model for school board administration, to replace the previous model that was largely driven by enrolment. The group concluded its review in 2013-14, and in 2014-15 the Ministry will begin phasing in a new model for the grant, as recommended by the BAAG. The new model for Board Administration results in funding that better reflects the administrative functions that each board must carry out and the key cost drivers for each of those functions.

The new Board Administration funding model will be phased in over four years, with approximately 75% of the funding to boards being generated by the old model in 2014-15, and 25% of the funding being generated by the new model as follows:

75 Percent	+	25 Percent	=	100 Percent
Current Allocation (old model)		New Core Functions (new model)		2014-15 Allocation
1. Directors and Supervisory Officers 2. Board Administration 3. Multiple Municipalities: (recognizes the additional costs for boards that are required to interact with a large number of municipalities)		1. Director of Education 2. Senior Administration 3. Director's Office 4. Human Resources 5. Finance 6. Payroll 7. Purchasing 8. Administration & Other Supports 9. Information Technology 10. Non-Staff		\$5,606,337

The following four allocations were not affected by the new model, and are not included in the 2014-15 allocation noted above:

- Trustees
- Reporting Entity Project (funding to support school boards with the costs of preparing and reporting financial information to the Province for the public account consolidation purpose)
- Parent Engagement Funding
- Internal Audit

Province wide, the new allocation model is intended to be fiscally neutral, although there are some redistributive impacts between boards. For WECDSB, the new model generates approximately \$77K more funding than the previous enrolment based model provided.

Over the last several years, significant budgetary reductions have been made to administrative functions to assist in balancing the budget and to minimize reductions impacting schools and students. In 2014-15, the Board remains compliant with the restrictions placed on the Administration envelope, with net administration expenditures \$225,527 less than the funding provided, allowing the difference to be redirected to other programs and services of the Board.



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# Ministry of Education Reporting Dates

Financial reporting, monitoring, and auditing are important elements of an overall accountability framework associated with funding that is provided for education. The Ministry continues to monitor that grant claims by school boards are in accordance with the grant regulations and that school boards are in compliance with provincial standards and legislation, and funding envelopes.

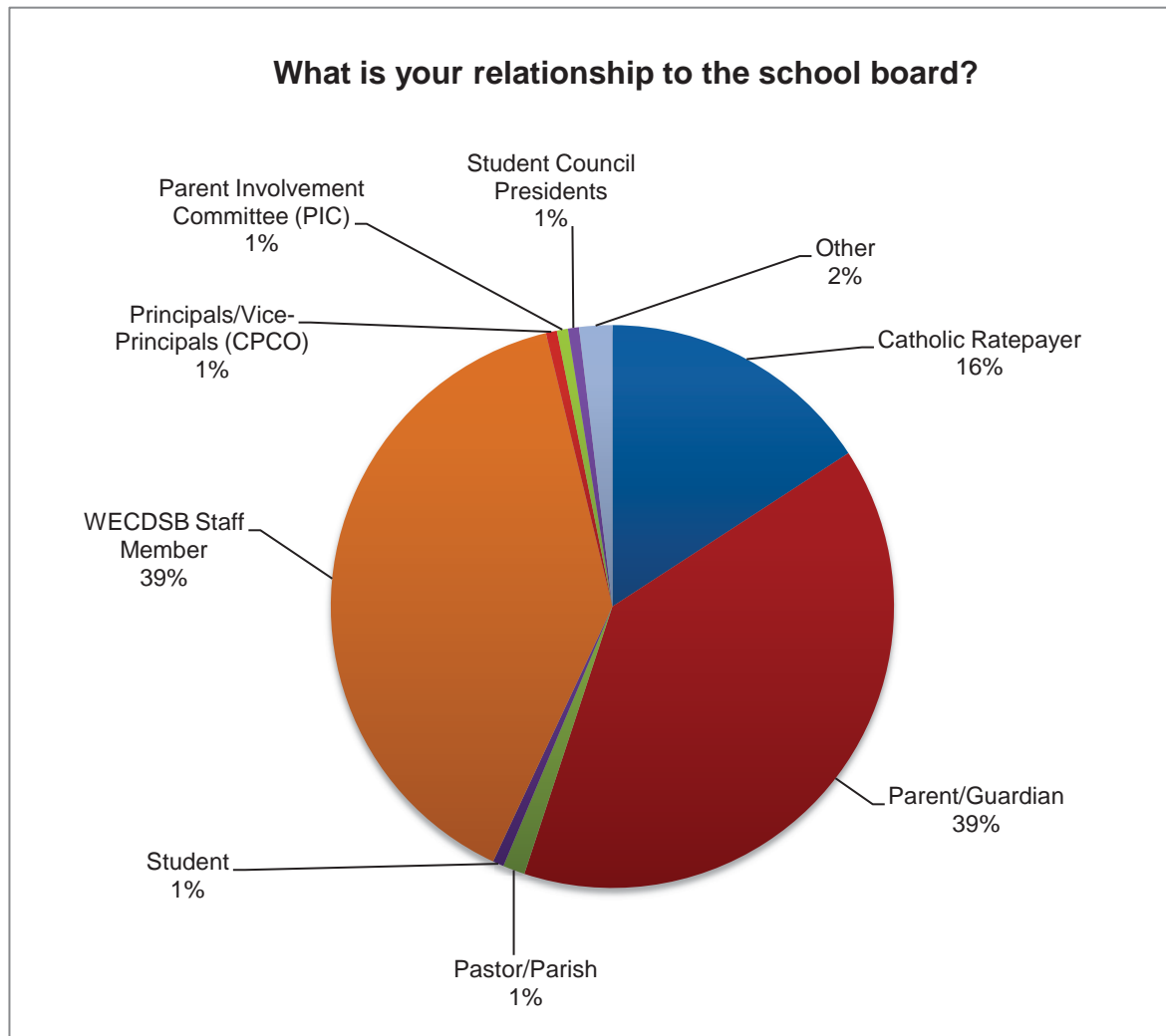
The Ministry has established the following dates for submission of financial reports in 2014–15.

June 30, 2014	Board Estimates for 2014–15
November 14, 2014	Board Financial Statements for 2013–14
November 28, 2014	Board Enrolment Projections for 2015–16 to 2018–19
December 15, 2014	Board Revised Estimates for 2014–15
May 15, 2015	Board Financial Report for September 1, 2014 to March 31, 2015

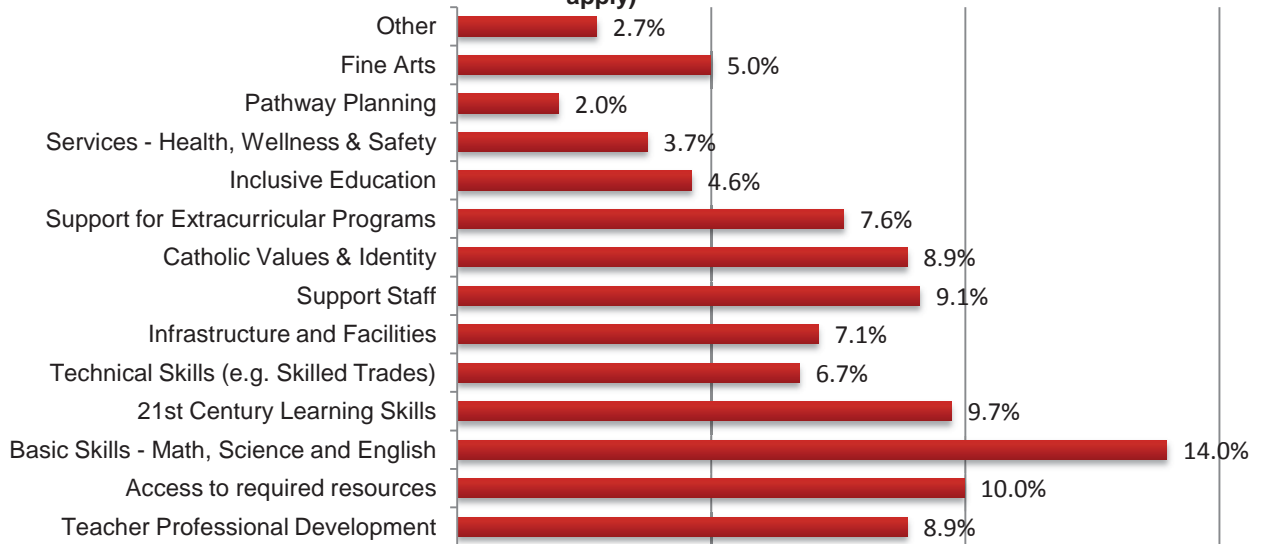
Some of the measures that the Ministry has taken to ensure compliance by school boards include:

- withholding grants when a board is not in compliance,
- requiring boards to prepare and submit deficit management plans when necessary, and
- directing boards to take measures to become compliant.

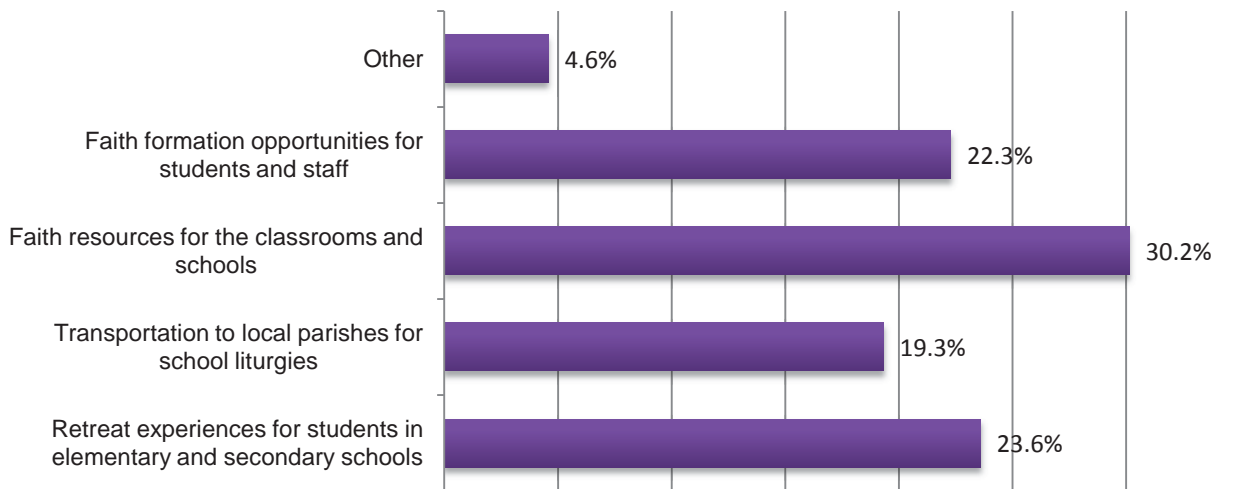
# Appendix I: Budget Consultation Survey Results

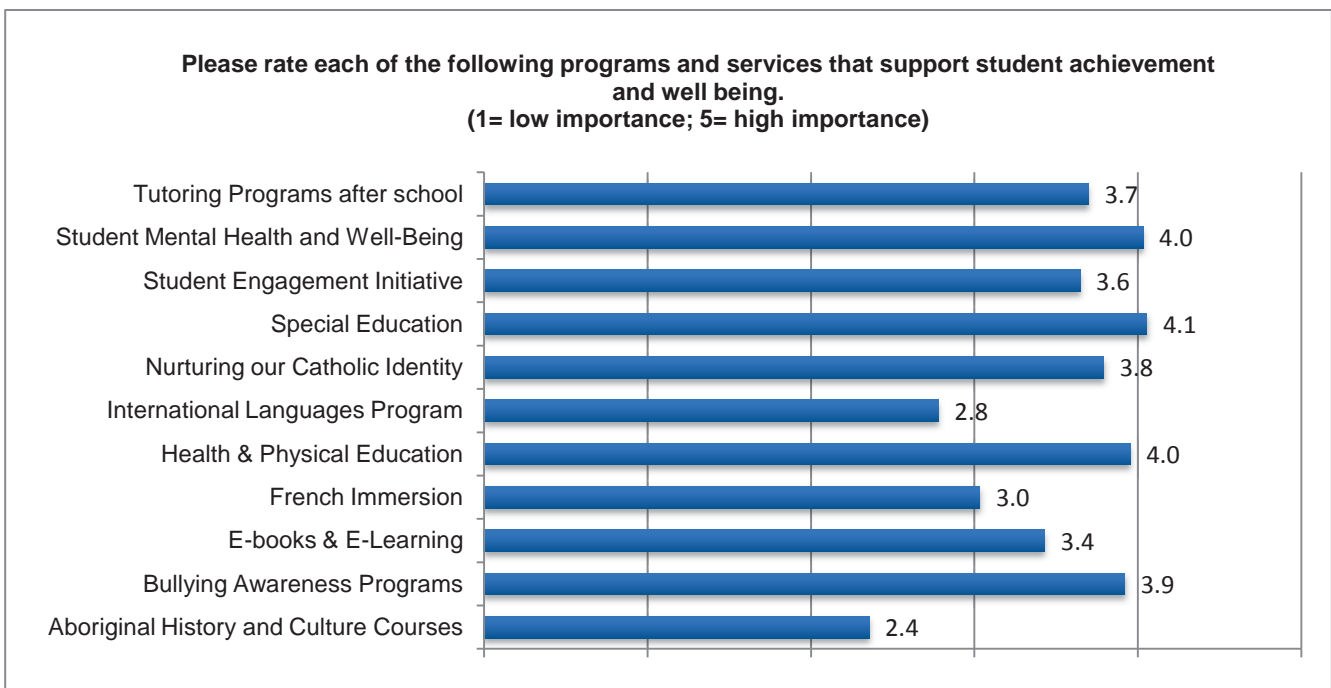
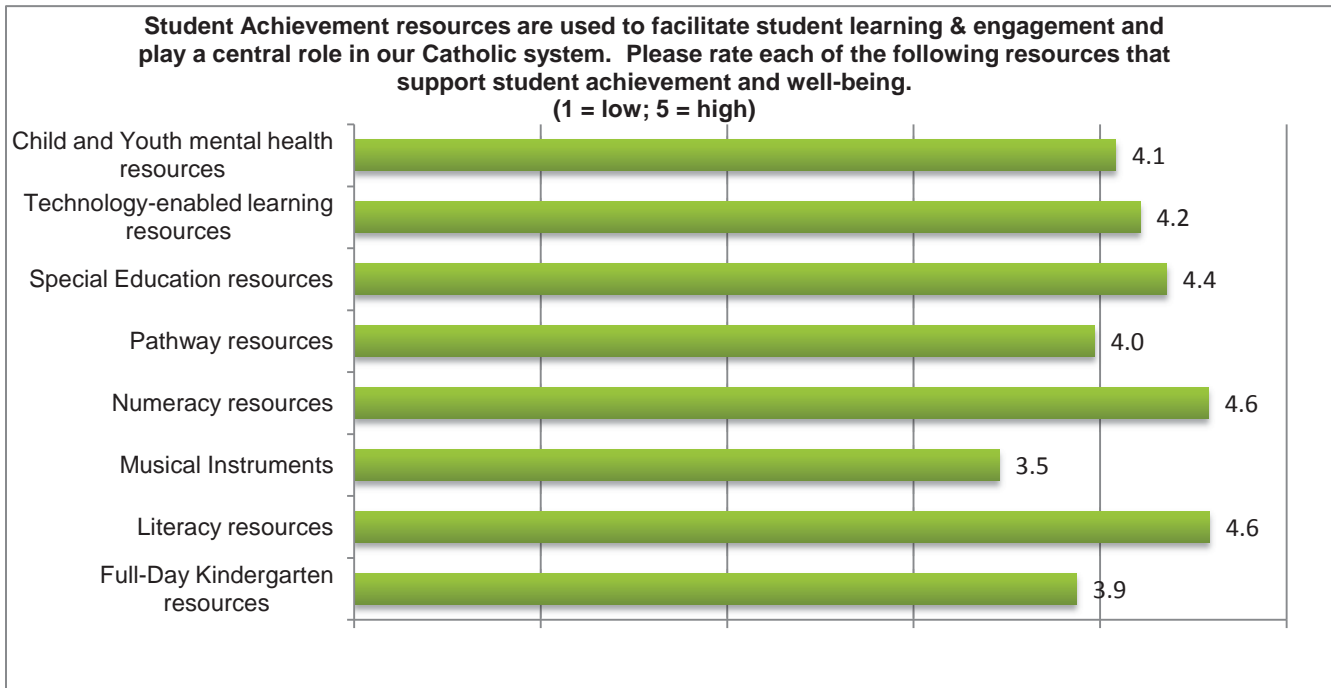


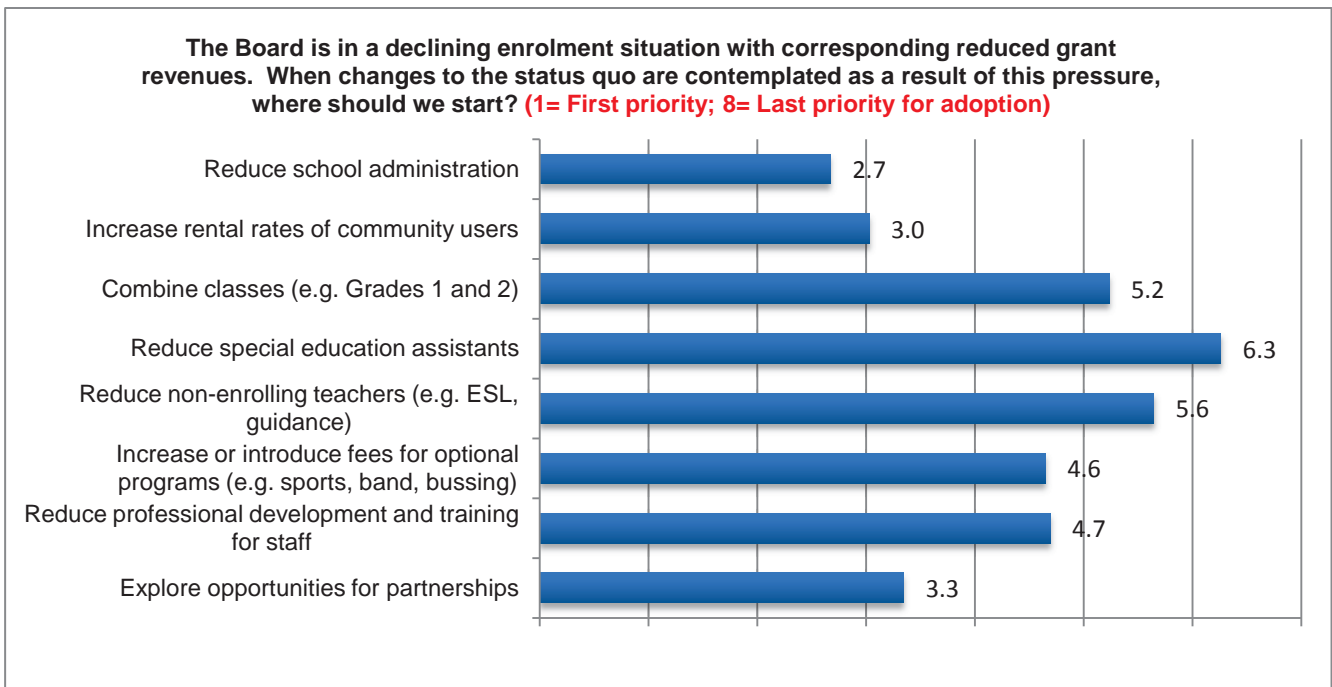
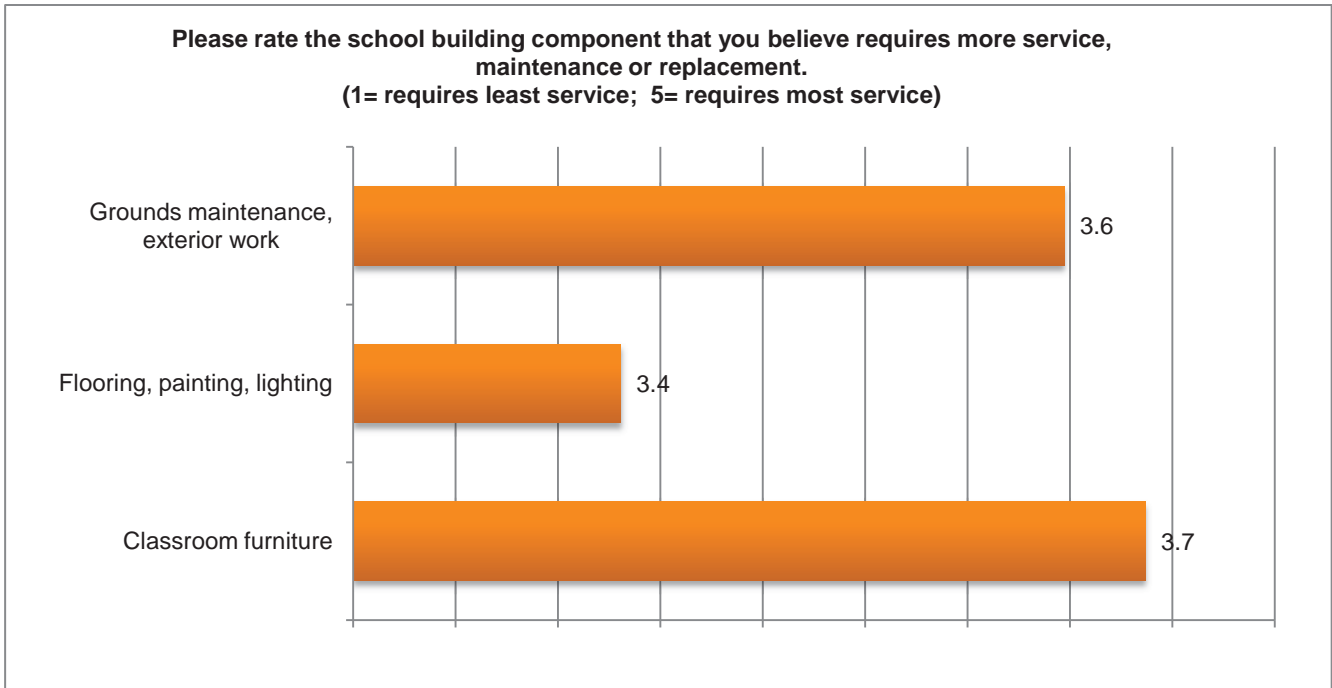
**As a stakeholder of the Windsor-Essex Catholic District School Board, which items would you like the Board to consider as essential to the education of children? (Select all that apply)**

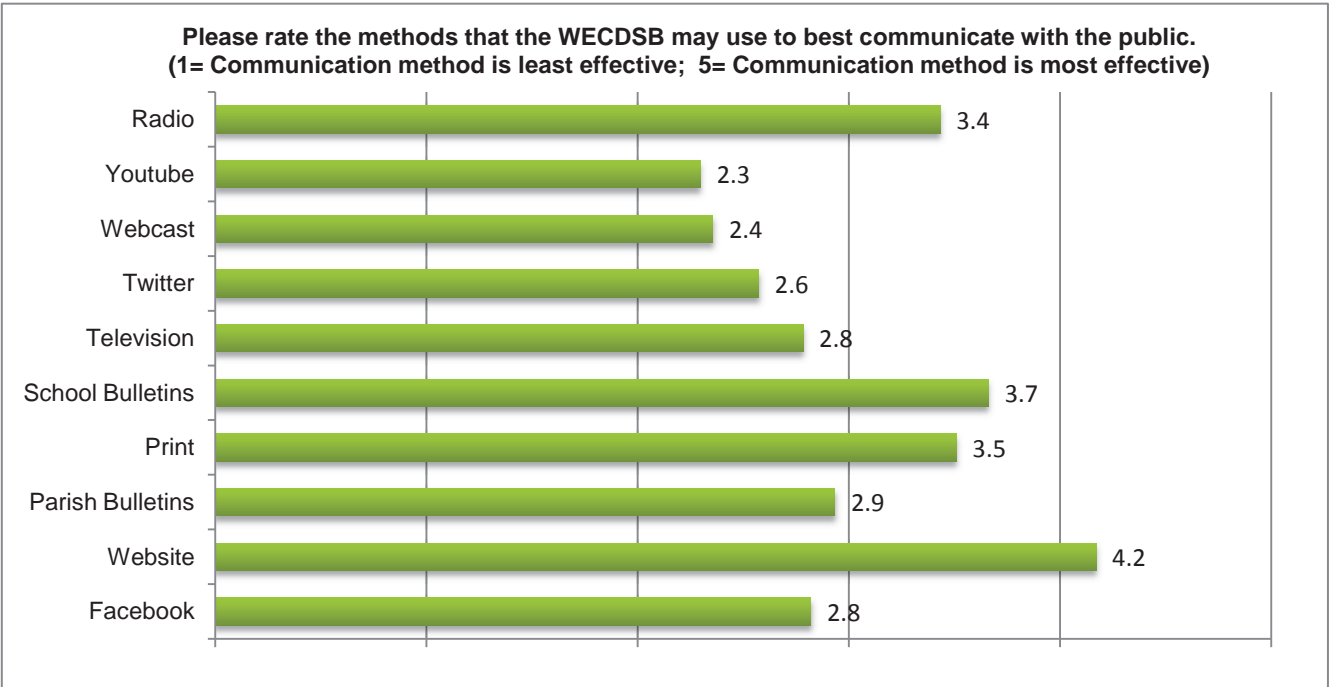
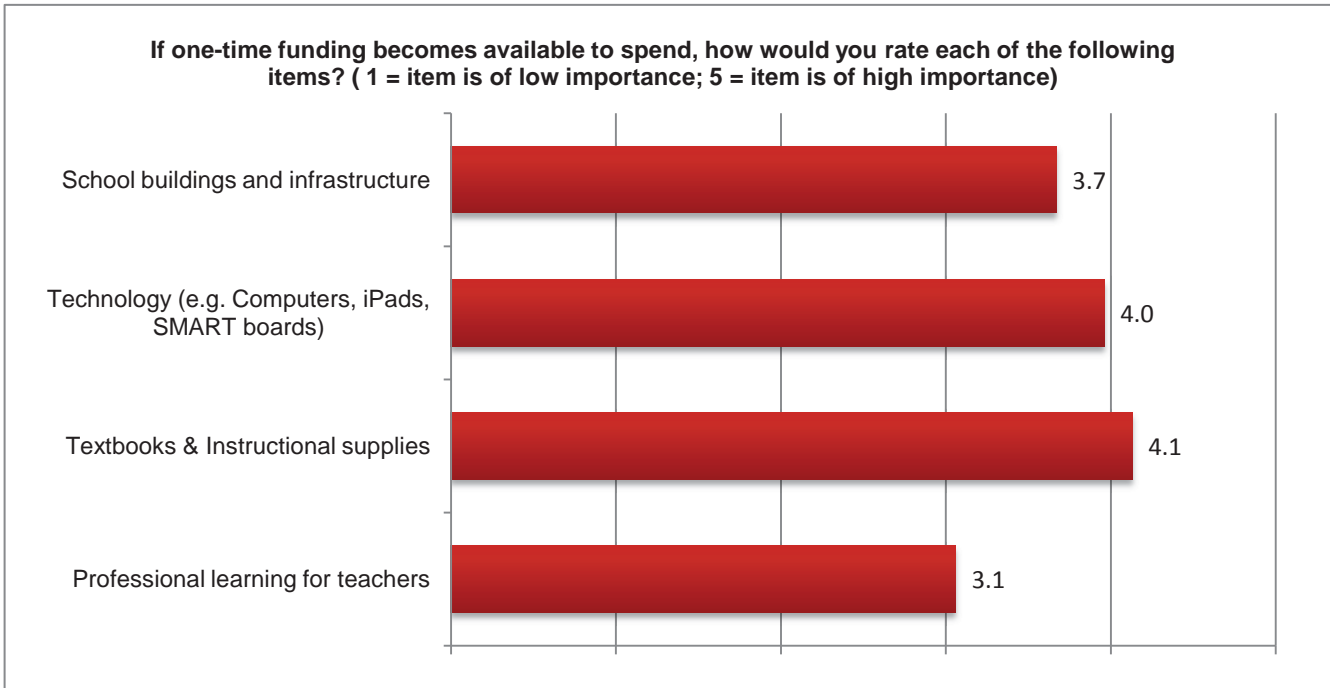


**Faith development plays a central role in our Catholic system. Where do you believe efforts should be focused in the area of faith development? (Select all that apply)**









## Appendix II: Abbreviations

ADE	Average Daily Enrolment
BAAG	Board Administration and Governance Advisory Group
CICA	Canadian Institute of Chartered Accountants
CUS	Community Use of Schools
DCC	Deferred Capital Contributions
DEA	Declining Enrolment Adjustment
ECE	Early Childhood Educator
EFIS	Education Financial Information System
EPO	Education Programs, Other
ESL	English as a Second Language
FDK	Full-Day Kindergarten
FSL	French as a Second Language
SFIS	School Facilities Inventory System
FTE	Full-Time Equivalent
GSN	Grants for Student Needs – Legislative Grants for the 2014-2015 School Board Fiscal Year
GAAP	Generally Accepted Accounting Principles
HNA	High Needs Amount
JK	Junior Kindergarten
MISA	Managing Information for Student Achievement
MOE	Ministry of Education
mTCA	Minor Tangible Capital Assets
NPF	Not Permanently Financed
NPP	New Pupil Places
NTIP	New Teacher Induction Program
OFIP	Ontario Focused Intervention Partnership
PSAB	Public Sector Accounting Board
Q&E	Qualifications and Experience
SBEM	School Board Efficiencies and Modernization
SSC	School Consolidation Capital
SCI	School Condition Improvement
SHSM	Specialist High Skills Major
SIM	System Implementation and Monitoring
SK	Senior Kindergarten
TCA	Tangible Capital Assets
TCPS	Total Capital Planning Solution



For more information about the 2014-15 budget, please contact:  
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